

City of Lynden Leadership Team – 2019 Work Plan

<i>Department initiatives</i>	<i>Strategies</i>		<i>Lead</i>	<i>Updates & Modifications</i>
<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>Done in 2019</i>	<i>(Who is responsible)</i>	

Administration Department

Promote Organizational Excellence	<ol style="list-style-type: none"> 1. Focus on Building Bridges at Lt 2. Identify organization-wide project. 	No	Mike	<p>Q1: Used wireless voting device to help select Communication behaviors</p> <p>Q2: Continued work on Behaviors.</p>
Solicit formal guidance regarding city growth	<ol style="list-style-type: none"> 1. Advance this question with the Pepin Project. 2. Make part of Council retreat? 	No	Mike	<p>Q1: No progress. Perhaps at Council retreat?</p> <p>Q2: No progress.</p>
Support Peace Health Project	TBD	Yes	Mike	<p>Q1: Peace Health working to find property. Project is a definite “go”.</p> <p>Q2: Contacted hospital several times checking progress. Working on identifying a site.</p>
Schedule and Convene Huddle	<ol style="list-style-type: none"> 1. Schedule 2. Determine if facilitated. 3. Identify outcomes 	Yes	Mike/Vanessa	<p>Q1: Haven’t discussed with LT yet.</p> <p>Q2: Likely to be early fall</p>
Advance electronic agendas for staff and Council.	<ol style="list-style-type: none"> 1. Identify councilmembers 2. Migrate to all Committees 	Yes	Pam	<p>Q1: Electronic agenda’s deployed and being used.</p> <p>Q2: Complete</p>
Identify project to advance citywide computer skills in EOC	<ol style="list-style-type: none"> 1. Survey staff. 2. Prepare EOC space 	Yes	Mike	<p>Q1: No progress.</p> <p>Q2: This task subsumed by another, below.</p>
Identify “wet water” solution.	<ol style="list-style-type: none"> 1. Identify options. 2. Select best candidate. 3. Being implementation in 2019. 	Yes	Mike/Steve	<p>Q1: Hired Chuck Lindsay to identify candidates for surface water retainage.</p> <p>Q2: Identified potential water rights the City might acquire. Working to identify off-channel storage sites in Q3.</p>
Support Park/Rec Dist. Bond for Dickinson/Heusinkveld	TBD	Yes	Mike/Electeds	<p>Q1: This now tied in to Glenning St. property.</p> <p>Q2: Glenning St. property purchased.</p>
Advance \$1.5M legislative request for trail.	<ol style="list-style-type: none"> 1. Coordinate meetings in Olympia. 2. Work with Briahna as she advises. 	Yes	Mike	<p>Q1: In process as a Commerce Dept. request. Also in 21 cent transportation budget.</p> <p>Q2: Trail request in Olympia unsuccessful.</p>
Purge outdated code.	<ol style="list-style-type: none"> 1. Identify sections to delete. 2. Bring to Council through a committee TBD later. 	Yes	Mike	<p>Q1: Bob C. to handle rewrite so they reflect current RCW.</p> <p>Q2: This likely to complete in Q2/Q3.</p>

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Advance organization-wide Spring-Cleaning during Earth Day week (April 22).	<ol style="list-style-type: none"> 3. Set week 4. Advertise in advance 5. Solicit suggestions from staff. 	Yes	All?	<p>Q1: No progress. Will begin this April 1.</p> <p>Q2: Second Spring Cleanup held. Spring Chicken Feed with staff at Fire Station.</p>
Implement Drug Testing Policy & Program for Firefighters	<ol style="list-style-type: none"> 1. Review with Fire Chief Billmire. 2. Finalize agreement with drug testing facility for firefighters (per CBA). 3. Implement training and testing with firefighters. 	Yes	Vanessa	<p>Q1: Chief Billmire and Vanessa met with Bostec. Confirmed Bostec is set up as a vendor, and we may begin testing right away for the Firefighters per CBA.</p> <p>Q2: On hold until new HR Manager hired.</p>
Stabilize administrative support for Wellness/LEAF committee.	<ol style="list-style-type: none"> 1. Determine administrative support needs from the committee. 2. Prioritize needs and areas for support. 3. Ensure current documents and financial records are up-to-date. 1. Develop/pursue long-term strategy for support. 	Yes	Vanessa/Pam	<p>Q1: Pam joined the Wellness committee and is providing administrative support. Committee still defining additional areas for support. Financial records and reporting still needs attention.</p> <p>Q2: Using volunteer requests to support events.</p>
Identify path forward on Personnel Policies and Procedures.	<ol style="list-style-type: none"> 1. Prioritize policies to be updated. 2. Update one (or a few) at a time. 3. May take multiple years. 	No	Vanessa	<p>Q1: Approx. 3-5 policies identified.</p> <p>Q2: No progress. Will assign this to new HR Manager.</p>
Develop a draft Strategic Plan to begin Council discussion	TBD	yes	Mike	<p>Q1: This item added after Council retreat in April.</p> <p>Q2: Beginning to vet ideas with Leadership Team.</p>

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Coordinate and support inaugural council retreat.	<ol style="list-style-type: none"> 1. Select facilitator. 2. Coordinate interview scheduling, facility rental, etc. 3. Provide “day of” support to facilitator. Manage/coordinate post-retreat debrief and next steps.	Yes	Vanessa	Q1: Facilitator identified; retreat scheduled for April 18; interviews conducted with LT and individual council members. Q2: Conducted retreat. Tangible Outcome circulated 3 times to council/mayor/staff.
Implement Text Archiving	<ol style="list-style-type: none"> 1. Receive leadership approval 2. Send contract for legal review 3. Send to committee 4. Send to council 	Yes	Nic	Q1: Leadership has approved, and the documents have been reviewed by the city attorneys. Q1: Council Approval was given on April 15 th and the contract was signed by the Mayor. Q2: A test rollout of 3 users has been started, and we should be able to go live by the end of August.
Implement Mobile Device Management Solution	<ol style="list-style-type: none"> 1. Setup device infrastructure 2. Recall existing phones and tablets 3. Setup all Police laptops and phones 	Yes	Nic	Q1: Account Setup completed 3/5/2019 Q2: 21 of 80 devices are enrolled in the MDM. 6/11/2019
Implement Security Awareness Training	<ol style="list-style-type: none"> 1. Run baseline phishing campaign 2. Notify users of security training 3. Complete first training campaign 4. Complete first phishing campaign 	Yes	Nic	Q1: Baseline was completed with 20% of users clicking on the simulated phishing email Q1: All users have completed the security awareness training Q2: Ongoing security awareness training has been configured, and all new employees are now setup to take the training within 30 days of starting automatically. (COMPLETED)

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Implement Peer to Peer encryption between Police and City Hall	<ol style="list-style-type: none"> 1. Research best solution to provide highspeed encryption 2. Propose to leadership for purchase. 3. Implement 	Yes	Nic	Q1: Research completed. Waiting on quotes for different options. Q2: On hold for additional quote.
Implement Two Factor Authentication for police and police vendors	<ol style="list-style-type: none"> 1. Trial Two factor authentication solutions 2. Test in officer vehicles 3. Purchase and implement 	Yes	Nic	Q1: Trial and testing is completed Q2: 12 of 14 users have been configured and trained. We are holding until two more monitor's arrive in June.
Continue working on EOC networking configuration	<ol style="list-style-type: none"> 1. Allocate old computers to EOC 2. Terminate all connections to punch panel in rack 3. Purchase switching for each desk 	No	Nic	Q1: Desk connections have been terminated. Q2: Workstations have been allocated and temporarily placed.
Replacement computers	<ol style="list-style-type: none"> 1. Purchase 2. Image 3. Schedule with individual computer installs with users 	Yes	Laurie	Q1: 15 Workstations and 11 laptops purchased Q2: 3 workstations and 11 laptops deployed
Longarm Conversion	<ol style="list-style-type: none"> 1. 	Yes	Nic	Q1: Go Live! 01/10/2019 Q1-Q4: Deal with ongoing conversion glitches and bugs

End - Administration Department

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Finance Department				
Financial Software Conversion	<ol style="list-style-type: none"> 1. Sign Final Contract 2. Schedule kickoff and conversion timetable; coordinate with the other departments 3. Initiate training cycle 	Yes	Anthony	<p>Q1: Set for February conversion start did not happen but, did start conversion in March. Timeline for conversion completed set for October 2019.</p> <p>Q2: Initial data submittals complete. Project on track, system still on schedule to go live in October 2019.</p>
Continue Budget process re-structure using best available practices	<ol style="list-style-type: none"> 1. Outline further improvements to the budget process from last years after action report 2. Communicate with leadership new process 	Yes	Anthony/Stacy	<p>Q1: Some improvements have been implemented while further work is needed. The Budget calendar has been revised to reflect some scheduling improvements.</p> <p>Q2: 2020 Budget on schedule. Process improvement revisions have been implemented.</p>
Improve performance reporting	<ol style="list-style-type: none"> 1. Improve forward looking forecast and deep dive analysis 2. Incorporate reporting from new software 	Yes	Anthony	<p>Q1: Some reporting improvements have been implemented and the feedback from the Council has been very positive. Departmental reporting and the deep dive analytics we are moving towards will not be ready until the new software is implemented.</p> <p>Q2: Ad hoc informational reporting has been incorporated into our process.</p>
Re-structure Capital Asset tracking and metrics	<ol style="list-style-type: none"> 1. Improved asset tracking spreadsheet 2. Improve replacement budgeting process 	No	Anthony/Stacy	<p>Q1: No progress, new software has priority. Re-scheduled for 2Q.</p> <p>Q2: Modified Capital Asset sheets used for the 2020 Budget and will be the Vaseline for developing a true Strategic Plan.</p>
Initiate Policy Review and Rewrite	<ol style="list-style-type: none"> 1. Review and prioritization of rewrites 	No	Anthony/Linde	<p>Q1: Procurement and credit card policies already identified as priorities. Travel policy has been re-written and the Resolution updating the policy goes to Council April 15th.</p> <p>Q2: Travel Policy was approved by Council and per diem rates updated. Procurement Policy is a work in progress, Credit Card Policy re-write near completion.</p>
Continued training and professional development within the department	<ol style="list-style-type: none"> 1. Encourage and continue professional training 2. Knowledge share and cross training development 	No	All	<p>Q1: Registered for first training classes in February. Entire department completed the SAO's "BARS Cash Basis" training and IT's "KnowBe4" cybersecurity training.</p> <p>Q2: Remainder of the training time and resources in 2019 will be focused on the new software along with our processes around the system. Further cross training once the new system is in place.</p>

End - Finance Department

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Fire Department				
Maintain department stability	1. Monitor need for AC position vs staffing with floater and impact on OT	Ongoing	Mark	Q1: Monitoring time in meetings, office, training, Duty Officer, personal time. – what’s not getting done?
Formalize leadership role in emergency preparedness	1. The Fire Chief to all DEM meetings 2. Take over any training/plans/scenarios for emergencies.	Ongoing	Mark	Q1: Attended WC LEPC meeting, participated in emergency declaration after action, reviewed all alerts from WC EM.
Assess and determine needs for City EOC, equipment, resources, logistics, staffing	1. Visit other EOC’s of similar size cities, collect information regarding their process & timeline for implementation	Ongoing	Mark	Q1: Did walkthrough of WC EOC during recent Mass Casualty tabletop.
Recruit Volunteers	1. Review volunteer program regarding certs, training, staffing, use, pay – explore part-time vs volunteer to improve recruitment and retention	Ongoing	Mark/Officers	Q1: Reviewed participation via timesheets following recent staffing decision changes – OT went down and Vol hours went up.
Public Safety/Education classes, tours, training	1. Community CPR classes 2. Station tours 3. Extinguisher classes 4. School programs	Ongoing	Chief	Q1: Held first community CPR class on 2/6, had 8 students. Have 10 signed up for 4/3 class.
Fire Prevention Inspection program	1. Expand inspection program to include duty crews for pre-identified occupancies	Ongoing	Mark/Officers/FM crews	Q1: List created of top 12 businesses, crews will begin walkthroughs beginning in April.

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Develop Department Leadership	1. Determine viable succession plan to include training recommendations, education, mentoring, delegation, update job descriptions	Ongoing	Mark/Training Officer	Q1: Continue to push out officer training opportunities, officer meetings, leadership topics.
Develop a plan to cover the east part of Lynden	1. Look at covering East Lynden, manning Northwood Station career/volunteers, 5 th ALS unit location, review call volume data for viability, possible mutual aid agreement	Ongoing	Mark/Officers	Q1: Had discussion with NWFR regarding station 72, continue to review mutual aid data for that area.
Develop a plan on replacing apparatus and how to pay for it.	1. 10 to 20-year replacement. Spread sheet. Ladder truck a priority, look for funding options – grants, impact fees, lease options	Ongoing	Mark/Officers	Q1: Reviewed 2016 comprehensive plan and previous spreadsheet for current replacement schedule.
Fire Station needs analysis	1. Analysis of current station layout/logistics for apparatus, locker room, sleeping quarters, kitchen, offices, storage, parking	Ongoing	All FD personnel	Q1: Have had discussions with crews/Sandi regarding layout, needs. possible changes.

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Image Trend implementation and data transfer	1. Work with WC EMS and City IT to manage switchover from Emergency Reporting to Image Trend. Determine need to retain Emergency Reporting	2019	Mark/Sandi/IT	Q1:Had second implementation meeting with Jeremy, Sandi is working with him to enter employee info into system.
Monthly Report	1. Analyze alternative means of collecting run data – CAD, Emergency Reporting, Image Trend, to reduce or eliminate manual entry	2019	Mark/Sandi	Q1:Expanded reports used for monthly report – graphs for time of day and day of week.
File reorganization	1. Organize and purge old computer files on G Drive	2019	Mark/Sandi/Crews	Q1:Started, personnel contacted to begin deleting old files.
AlertSense exercise	1. Conduct 2 AlertSense simulations	2019	Mark	Q1:Used AlertSense during last month’s snow events.

End - Fire Department

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Parks Department				
YMCA pool resurface project/Funding from Rec. District	1. Keep Rec. District involved in funding	Yes	Vern	Q1 Rec. District still committed to participating Q2 Project scheduled for July
Develop a plan for the Benson park property	1. Develop a plan and timeline for development of Benson Park	No	Vern	Q1- No progress Q2- No progress; but hoping to at least get a base line idea by the end of the year
Tennis Court upgrades	1. Finalize a yes or no on continuing use of courts	Yes	Vern	Q1. Still waiting to hear from the Middle School on whether theirs will be open to the public Q2 Will be requesting direction from Parks Committee on how or if to proceed
Park & Trail Master Plan	1. Work with planning on finalizing the Parks & Trail Master Plan in 2019	Yes	Vern, Dave, Heidi	Q1 Survey completed by Dave Q2 No action this quarter
Determine the viability of light upgrades for the ballfields	1. Continue investigating possibilities for upgrades to field lighting	No	Vern & Robert	Q1 No further progress Q2 Ditto
Develop the Aaron Drive park property	1. Install sports court and picnic tables, and benches	Yes	Vern	Q1 Will be getting estimates for the sports court this spring Q2 Benches installed
Berthusen Park upgrades Barn lighting and entry & Replace first Restroom	1. Install new lighting and an entry door to the barn. 2. Replace first restroom	Yes	Vern	Q1 New lights installed. Door to be installed this spring Q2 Working with PW to complete the restrooms in the fall & a Boy Scout will be using the door project as his Eagle Scout project
Begin process of succession for Parks Director	1. Develop a plan for succession	No	Vern/Mike	Q1 No progress Q2 Ditto
Install retaining wall at the New Middle School trail	1. Complete installation of retaining wall at New Middle School trail	No	Vern/Mark	Q1 Scheduled for completion this spring Q2 About ¾ complete

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Trail Maintenance/Rebuild	1. Develop a plan and process for maintaining and rebuilding sections of existing trails	Yes	Vern & PW	Q1 No progress or plans yet Q2 Ditto
Trail Planning extensions	1. Begin discussion on which sections to be extended next and plan for future extensions to the trail	Yes	Vern & Planning	Q1 Had initial meeting on future trail extensions Q2 Initial preliminary trail plan developed with Planning
Dickinson Property Planning	1. Develop the plan for future development of the park portion of the property	Yes	Vern &	Q1 Waiting on determination of usage by Dept. of Ecology Q2 Ditto
Rec District Bond 2019	1. Work with the District to forward their plan for a bond issue to completion	Yes	Vern	Q1 Final decision to have a bond issue for 3 mil. Starting to work on forming a promotions committee. Q2 District approved resolution to add bond to the ballot in November
Rotary Project	Working with a committee to implement the plans to install climbing rocks, basketball courts etc. at Bender	?	Rotary committee	Q2 Fund raising a great success so far. Waiting to have permits approved.

End - Parks Department

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Planning Department				
Process: Create Hearing Examiner process	<ol style="list-style-type: none"> 1. Redline relevant code sections 2. Research other jurisdictions 3. Take to CDC 4. Create and advertise a RFP 5. Seek approval for code revisions 6. Select hearing examiner 	Yes	Heidi	2018: Workshopped with Planning Commission. Returned to CDC with legal input. Edits not yet completed. Q1: Dusted off document. Legal clarification from BC re process. Q2:
Pepin Creek: Zoning Standards and Design Standards	<ol style="list-style-type: none"> 1. Zoning code and design standards drafted 2. Workshops and feedback collected. 3. Adoption process. 	Yes	Heidi	Q1: Completed! Zoning standards adopted 1-24-19. City-wide Residential Design Standards adopted 3-4-19.
Pepin Creek: Subarea Plan, Flood Hazard Overlay, and Subarea Plan	<ol style="list-style-type: none"> 1. Identify zoning and density targets for NW UGA 2. Public participation. 3. Environmental Review 4. Subarea plan Completion (land use) 5. Financial Plan Completion 6. Extend Moratorium 7. Transportation Plan Completion 8. Design Standards Completion 9. Lift Moratorium with Conditions 	Yes	Heidi	Q1: Zoning targets identified in 2018. Daft released 9-12-18. Moratorium extended until Sept 2019. Unit potential recalculated after zoning category changes. Zoning layout and circulation workshopped and discussed in more detail. Q2: Sub-Area plan document remains in draft form until financial mitigation study reaches completion. Transportation network revisited as creek realignment engineering is studied. Flood Hazard Overlay brought to 6-20-19 open house.

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Pepin Creek: Financial Mitigation Study	<ol style="list-style-type: none"> 1. RFP and Selection process for consultant 2. Budget and scope negotiations 3. Study process 4. Adopt findings 5. Lift Moratorium 6. Implement SEPA fees 7. Implementation of LID 	No	Heidi	<p>Q1: Consultant selected. Budget and scope completed. Contract agreement with Berk Consulting signed. Kick-off meeting scheduled for April 3.</p> <p>Q2: Scope of SEPA mitigation and LID studies defined. Area of proposed benefit identified. Cost estimates received from engineering team 6-10-19.</p>
Downtown: Address sidewalk encroachments, outdoor dining, merchandise display.	<ol style="list-style-type: none"> 1. Create Outdoor Dining Permit process 2. Revise code to address current sidewalk use / needs. 3. Advance 4th Street design concepts 4. Identify funding sources (grants) 	Yes	Heidi	<p>Q1: Code revisions drafted in 2018. No progress in Q1.</p> <p>Q2: Met with DBA representatives about bike rack installation.</p>
Revise the South HBD plan	<ol style="list-style-type: none"> 1. Review existing plan 2. Confirm Policy Guiding Development 3. Stakeholder meetings 4. Identify incremental steps 	Yes	Heidi	<p>Q1: No progress.</p> <p>Q2: Currently no pending applications in this area. South HBD plan revision put on hold.</p>
Update the Park and Trails Masterplan	<ol style="list-style-type: none"> 1. Conduct review of existing plan 2. Public surveys and stakeholder participation 3. Draft plan 4. Stakeholder review 5. Public participation 6. Committee review 7. Adoption 	No	Heidi	<p>Q1: Review of existing plan completed. Online public survey completed with 1,000+ responses. Focus group on trails met. New trails plan completed.</p> <p>Q2: Developed draft outline of the plan document and began drafting content.</p>

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Create Impact Fee Deferral Program (and shift TIF responsibility to Public Works)	<ol style="list-style-type: none"> 1. Finalize changes to Title 3 2. Coordinate with PW as needed. 3. Bring to Committee 4. Legal review 5. Council Adoption 	Yes	Heidi	<p>Q1: No progress. Q2:</p>
Code Update: Short Term Rentals	<ol style="list-style-type: none"> 1. Draft code update related to STR's 2. Legal review 3. Bring to CDC 4. Public participation 5. Bring to PC 6. Bring to Council for adoption 	No	Heidi	<p>Q1: No progress Q2: No progress. Move to 2020 workplan.</p>
Participate in Buildable Land Program	<ol style="list-style-type: none"> 1. Meet with Planners Group and the County consultant 2. Develop strategy to collect data 3. Collect, format, and submit data as required by July 2019. 	Yes	Heidi	<p>Q1: Met with Community Attributes, Inc (the consultant for the County) for kick-off meeting, interviews regarding Lynden issues, and interview results meeting. Next meeting scheduled for May. Q2: Monthly meetings with Whatcom County planners. Methodology document drafted. Data collection tools created. Concepts for continued assistance from CAI floated among planners. Plat area requirements implemented in platting process.</p>

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Develop Historic Preservation Printed Materials (with grant funding)	<ol style="list-style-type: none"> 1. Hire a consultant 2. Develop materials 3. Vet with the Lynden Historic Preservation Commission (LHPC) 4. Review product draft with CDC 5. Revise as needed 6. Print 7. Request reimbursement 	Yes	Heidi / Dave	<p>Q1: RFP published. Resulted in one proposal from the previous Historic Pres. consultant, Northwest Vernacular. Contract signed.</p> <p>Q2: Northwest Vernacular met with LHPC for strategy session. Draft language developed for materials. Meeting planned for July to discuss draft with LHPC.</p>
Census 2020	<ol style="list-style-type: none"> 1. Get up to speed with responsibilities 2. Participate in New Construction Program 3. Assign and delegate as needed 	No	Heidi	<p>Q1: Regional kick-off meeting planned for May 1.</p> <p>Q2: Attended May 1st kick off. Registered the City for Census Bureau's New Construction Program.</p>

End - Planning Department

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Police Department				
Active Threat Updates – Annual Training and System Testing	<ol style="list-style-type: none"> Determine type of threat Establish timeline for dept. training and system testing Interact & train with all City Departments, Municipal Court, City Council. 	Ongoing	Lt. Bos Sgt. Martin Sgt. Beld	<p>Q1: L. T. determined threat subject matter as “Active Shooter.”</p> <p>Q2: Plan and schedule panic buttons in City offices</p>
Finalize frequency usage with WhatComm and NW Communications	<ol style="list-style-type: none"> Countywide agency collaboration on jurisdiction of frequency usage Program radios Implement plan 	yes	Chief Lt. Bos	<p>Q1: Still pending. WCSO approved 3 mo. extension for low band. Awaiting info from NW Communications for repeater equipment update at Sumas Mt.</p> <p>Q2: WCSO has opened the crossband repeater. Confirm frequency and program radios.</p>
Broaden Community Relations (lower crime rate)	<ol style="list-style-type: none"> Meet with schools for education/PR opportunities Increase communications regarding threat assessment Work on annual table top exercise 	Ongoing	Chief Lt. Bos	<p>Q1: Two Mtgs completed. PD personnel now with prox. card access for all LC and Lynden schools. First of many mini table top exercises completed 3-19-19. Lynden Watch Program – 1st mtg with interested citizens completed April 10</p> <p>Q2: Continue implementing program and add \$10,000 in 2020 budget.</p>
Pursue Operation Stonegarden 2017 & 2018 Grants	<ol style="list-style-type: none"> Use overtime allocations to promote BP Mission Application of 2019 grant Meet with USBP, WCSO, and other LE agencies to establish allocations Complete Sub-recipient agreement, and obtain Mayor’s signature 	Ongoing	Chief Lt. Bos Holly	<p>Q1: Border Patrol County Wide Ops planning completed 3-6-19.</p> <p>Q2: Workshop completed on April 23rd for 2019 Grant preparation. Begin to schedule shifts to use 2017 funding.</p>

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Re-establish Bicycle Patrol	<ol style="list-style-type: none"> 1. Solicit Volunteers 2. Purchase Officer Equipment 3. Upgrade Bicycle Equipment 	yes	Sgt. Martin Lt. Bos	<p>Q1: Sergeants soliciting interest from officers for coordinator.</p> <p>Q2: Officer Fiksdal identified as potential new coordinator.</p>
Evidence Room Purge, Inventory & Reorganization	<ol style="list-style-type: none"> 1. Identify timeline 2. Determine weekly schedule 3. Purge, Inventory 4. Reorganize and reposition items 	Ongoing	Holly Lt. Bos Chief	<p>Q1: Meeting scheduled for transition from Chief to Lt.</p> <p>Q2: Transition to be completed from Chief to Lt. prior to purge.</p>
Evidence Room Security Update	<ol style="list-style-type: none"> 1. Identify weak links in chain of evidence physical security 2. Identify necessary equip/packaging materials 3. Prepare list of priorities 4. Purchase and upgrade 	yes	Lt. Bos Holly	<p>Q1: On hold for above process.</p> <p>Q2: Training completed. Cost of new equipment and supplies being generated.</p>
Policy Manual Update and Revision	<ol style="list-style-type: none"> 1. Lexipol contact and contract 2. Meet with rep. for new version 3. Proofread and edit 4. Push out new version 	yes	Lt. Bos Chief	<p>Q1: Contract approved and signed. Met with rep telephonically, 1st introductory meeting completed.</p> <p>Q2: Lexipol rep. identified. Preliminary discussions on transition completed.</p>
Records Case File Purge Ongoing annual effort	<ol style="list-style-type: none"> 1. Identify records eligible for destruction per retention schedule 2. Destroy and document 	Ongoing	Holly Dawn Sharon	<p>Q1: On hold due to work load and Longarm cutover.</p> <p>Q2: Remains on hold.</p>
Lynden Watch Program (Lower Crime Rate)	<ol style="list-style-type: none"> 1. Establish city “beat” map 2. Generate protocols 3. Confirm volunteer list 4. Meet with volunteers 5. Meet with Chamber and Bus’s 6. Launch program 	Ongoing	Lt. Bos Chief	<p>Q1: Map and rough draft of flyer completed. Initial public meeting held.</p> <p>Q2: Program role out continues with additional meetings scheduled. Policy and procedures pending. \$10,000 proposed for inclusion in 2020 budget.</p>

City of Lynden Leadership Team – 2019 Work Plan

Department initiatives <i>(Department activities to support City goals and objectives)</i>	Strategies <i>(How to do it)</i>	Done in 2019	Lead <i>(Who is responsible)</i>	Updates & Modifications
Longarm Transition	<ol style="list-style-type: none"> 1. Work with CompuWork for data migration. 2. Test Longarm Execution 3. Training 4. Go live date established 	yes	Chief Holly Nic	<p>Q1: Cut over complete, ongoing training, smooth transition thus far. Implemented department wide.</p> <p>Q2: Additional training requested from BPD for more efficient use of system.</p>
Improve monthly stat report	<ol style="list-style-type: none"> 1. Input on data req'd by P.S. Committee 2. Determine Longarm and CAD search criteria 3. Training as required 4. Formatting ideas w/fire 5. Improvement on final product 	yes	Chief Lt. Bos Holly	<p>Q1: Obtain data from CAD, time of day, day of week. Working on graphs and consistent formatting with FD. Checking with BPD and Longarm reports/types of crime.</p> <p>Q2: Research mapping availability, awaiting additional specific requests from PS Committee.</p>
Fill officer position (reduce OT)	<ol style="list-style-type: none"> 1. Establish timeline 2. Open for applications 3. Oral interviews 4. Civil Service certify list 5. Conditional offer 6. Background completed 7. Hiring decision 8. Mayoral approval 	yes	Lt. Bos Holly Chief	<p>Q1: Testing completed, list certified, candidate selected, background in progress.</p> <p>Q2: This section of the work plan completed and can be deleted at Q3 following Council report given on July 15th. Following field training, this officer will fill in behind officer who has been deployed to the southern border by the military.</p>
Retrofit Locker room benches with Trex. or equiv. material	<ol style="list-style-type: none"> 1. Determine material cost 2. Communicate with P.W. 3. Request Work order 4. Finalize work 	yes	Lt. Bos Sgts.	<p>Q1: Researched material and cost estimated at \$600.</p> <p>Q2: pending approval and go-ahead by new interim chief.</p>

End - Police Department

City of Lynden Leadership Team – 2019 Work Plan

<i>Department initiatives</i> <small>(Department activities to support City goals and objectives)</small>	<i>Strategies</i> <small>(How to do it)</small>	<i>Done in</i> <small>2019</small>	<i>Lead</i> <small>(Who is responsible)</small>	<i>Updates & Modifications</i>
Public Works Department				
Advance Pepin Creek Riparian Corridor Project and Related Street Improvements <small>Note: 2016 & 2018 Legislative (Commerce) funding for this project (*)</small>	<ol style="list-style-type: none"> 1. Finalize DOE Downstream Grant/Loan Agreement 2. Complete Preliminary Design Report VE Alternatives. (Preferred Alternative and Cost) 3. Provide support to Financial Mitigation Study. 4. Look for additional funding for construction 5. Work with WSDOT/County on Badger Rd culvert replacement. 6. Award and construct FHWA Intercept Ditch 7. Complete design the Main Street Bridge/Culvert 8. Acquire Dowstream Property (Dickinson & Erdmann) 	1-6 Yes	Steve B.	<p>Q1: Approved Scope & Budget for R&E to complete technical review of Value Engineering Alternatives</p> <p>Q1: Discussions with DOE use of Downstream Stabilization grant/loan for design and purchase of property for high flow bypass.</p> <p>Q1: Closed on purchase of Dickinson Property.</p> <p>Q1: Completed RCO Waiver of Retroactivity for Dickinson Property</p> <p>Q1: Completed Level 1 Environmental Review for Dickinson Property</p> <hr/> <p>Q2: Erdmann Property: completed property appraisal</p> <p>Q2: Erdmann Property: completed Level 1 environmental evaluation.</p> <p>Q2: Some project design work placed on hold pending VE Scenario Evaluation</p> <p>Q2: R&E completes Draft Pepin Creek Relocation Scenario Evaluation Report and meets with staff June 21st. Discussed pros and cons of alternatives and phasing potential for alternatives.</p> <p>Q2: Met with WSDOT (Damatio & Beirs) to discuss planned fish barrier removal projects. Dufner Ditch crossing at Guide Meridian (SR-539) highlighted.</p> <p>Q2: Reviewing options for \$3M Commerce Loan</p> <p>Q2: Drafted Emergency Response Plan (ERP) This is a WSDOT/FHWA requirement.</p> <p>Q2: Conducted Open House at Fisher School on June 20th to review ERP (another FHWA-ER funding requirement)</p>
Riverview Rd Gap Project <small>Note: 2015 Legislative funding for this project</small>	<ol style="list-style-type: none"> 1. Ribbon-Cutting & Project Closeout. 2. Coordination with adjacent property development. 	Yes	Mark S.	<p>Q1: Ribbon-cutting held on March 21st</p> <p>Q1: Opening to traffic first week of April</p> <hr/> <p>Q2: Opened to Traffic, with stop sign at 6th</p> <p>Q2: Wetland work (south side) on hold pending suitable weather for planting/restoration.</p>

City of Lynden Leadership Team – 2019 Work Plan

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Darigold Industrial Condensate Line Project <i>Note: 2015 Legislative funding for this project</i>	<ol style="list-style-type: none"> 1. Complete North South Segment and connect to Riverview (small works). 2. Complete design and Construct Stormwater Line to Fishtrap (Track removal & new fire hydrants) 3. Advertise and Award Stormwater Line. 4. Coordinate construction schedule with adjacent businesses. 5. Design and Permitting for Nooksack Outfall across from Water Intake 6. Award Construction Contract for Outfall. 	Yes	Mark S.	Q1: Phase 1(Riverview) and 2 (North-South) in service. Q1: Met w/ Darigold and other businesses to review 90% design for stormwater relocation. Q1: Coordinated with Verizon on utility pole relocation. Q2: Depot Stormwater: Finalize Form 05-05 for Dept. of Commerce and Archeological and Historic Preservation.
7th Street Reconstruction Project <i>Note: TIB Funding for resurfacing.</i>	<ol style="list-style-type: none"> 1. Complete Design 2. Coordinate schedule with DBA/Chamber to minimize business impacts. 3. Advertise and award construction contract. 4. Complete construction. 5. Ribbon-cutting. 	Yes	Mark S.	Q1: Coordination with DBA and adjacent businesses on street/parking layout and 7 th Street Parking Lot Q1: Presented 7 th Street preliminary Design to PW Committee C Q2: Submitted "Authorization to Bid" Form to Transportation Improvement Board (TIB) to allow advertising for bids in mid-July
17th Street Gap Elimination Project (North to Main St.)	<ol style="list-style-type: none"> 1. Complete Design & permitting. 2. Advertise and Award Construction Contract 3. Construct project. 4. Ribbon-cutting 		Mark S.	Q1: Met w/ adjacent property owners (Cummins) to discuss alignment and coordination with future lot development Q1: R&E Scope and Budget under review. Q2: Authorize R&E to start design. Q2: Worked with attorney to draft paperwork to allow moving dedicated ROW 8 feet to the west at the request of the Timmerman/Cummins family.

City of Lynden Leadership Team – 2019 Work Plan

<i>Department initiatives</i>	<i>Strategies</i>	<i>Done in</i>	<i>Lead</i>	<i>Updates & Modifications</i>
<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>2019</i>	<i>(Who is responsible)</i>	
Foxtail Street Gap Elimination Project (Design)	<ol style="list-style-type: none"> 1. Complete Preliminary Design. 2. Discussions with property owner 		Mark S.	Q1: No progress this period Q2: Executed scope and budget with R&E. Preliminary design underway to provide budgetary estimate for 2020 budget discussions.
W. Main Street Improvements	<ol style="list-style-type: none"> 1. Complete Design (STP-R funded) 2. Initiate required property acquisition. 3. Apply for STP-R Construction funding for roundabout 	Yes	Mark S.	Q1: No progress this period Q1: Received STP-R Application from WCOG Q2: Application submitted with presentation to WCOG on May 23 Q2: WCOG Transportation Technical Advisory Group (TTAC) votes and recommends \$800K of FY 2022 Surface Transportation Grant Funding on June 27 th . Board approval expected at July 10 th Transportation Policy Board Meeting.
W. Front Street Revitalization (Design)	<ol style="list-style-type: none"> 1. Apply for EDI Grant/Loan Funding. 2. Complete Preliminary Design. 3. Coordinate with adjacent planned industrial development. 		Mark S.	Q1: Received approval of Federal Classification – Minor Arterial Q1: Selected preferred design from alternatives provided by engineer. Q1: Met with Developer on south side Front St. to coordinate project with future development. Identified ROW dedication requirements. Q1: Downloaded County EDI Application Q2: Sent letter to other property owners on south side and received signed response agreeing to donate ROW. Q2: Staff drafting Whatcom County EDI Loan Grant Application

City of Lynden Leadership Team – 2019 Work Plan

<i>Department initiatives</i> <i>(Department activities to support City goals and objectives)</i>	<i>Strategies</i> <i>(How to do it)</i>	<i>Done in 2019</i>	<i>Lead</i> <i>(Who is responsible)</i>	<i>Updates & Modifications</i>
Major Park and Trail Improvements	<ol style="list-style-type: none"> 1. Closeout – Fisher Trail 2. Complete School and Vandergriend property acquisition for Depot to 8th Street Trail 3. Advance design of Depot to 8th Street Trail 4. Complete remediation of old water tank site on School District Property (small works) 5. Pursue construction funding in 2019 Legislative session for Depot to 8th Street Trail 6. Reimburse Dickinson Park with DOE grant/loan funds 7. <u>ADDED</u>: Glennig Street Playground Acquisition. 	Yes	Mark S.	<p>Q1: Fisher Trail is closed out.</p> <p>Q1: Closed on School Property Swap – March 29</p> <p>Q1: Submitted Capital Request paperwork</p> <p>Q1: 90% Design of old tank site remediation completed.</p> <hr/> <p>Q2: Tank Site Remediation. Advertised for small works bids but no bids received on 6/18/19. Modified bid package per conversations with bidders (too busy) and re-advertised with bid opening scheduled for July 8th.</p> <p>Q2: Depot to 8th Street Trail. No legislative funding received in 2019 session</p> <p>Q2: Dickinson Park. Purchase of property included in scope of grant loan agreement and eligible for \$500k grant.</p> <p>Q2: Level 1 Environmental Assessment completed for Dickinson Park.</p> <p>Q2: Level 1 Environmental Assessment completed for Glennig Playground.</p>
Resurface YMCA Pool	<ol style="list-style-type: none"> 1. Advertise and Award Small Works Repair Contract 2. Complete Pool Repair 	Yes April-May 2019	Steve B.	<p>Q1: Completed design package with help of ECNW Pool Engineer.</p> <p>Q1: Request for Proposals Issued to Small Works Roster.</p> <hr/> <p>Q2: Opened proposals and City Council awarded contract to Anderson Poolworks for \$202,325 including piping repairs.</p> <p>Q2: Pool emptied on June 28 contractor to begin work July 8th to be completed by August 2nd.</p>
Demolish Old Water Treatment Plant and Prepare for Future Use	<ol style="list-style-type: none"> 1. Finish Bid Documents for Demolition Contract 2. Sell salvageable equipment 3. Award Demolition Contract 4. Complete Demolition 	1-4 Yes	Mark S.	<p>Q1: Conducted “Garage Sale” for surplus equipment on March 30.</p> <p>Q1: Design for Demolition 90% complete.</p> <hr/> <p>Q2: Bid awarded recommended to Tiger Construction at July 1 City Council Meeting.</p>

City of Lynden Leadership Team – 2019 Work Plan

<i>Department initiatives</i>	<i>Strategies</i>	<i>Done in</i>	<i>Lead</i>	<i>Updates & Modifications</i>
<i>(Department activities to support City goals and objectives)</i>	<i>(How to do it)</i>	<i>2019</i>	<i>(Who is responsible)</i>	
WWTP Outfall and Other WWTP and Wastewater Upgrades	<ol style="list-style-type: none"> 1. Complete DOE Loan Agreement for WWTP Outfall 2. Advertise and Award Contract (Outfall) 3. Complete construction (WWTP Outfall) 4. Pump Station #3 Generator installed. 5. Overhaul Pump Station #12 6. Replace one Oxidation Ditch rotor and cover 7. Cured in Place Sewer Main repair BC to 10th Street. 	Yes	<p>Steve B.</p> <p>Mark S.</p> <p>Tami A</p> <p>Tami A.</p>	<p>Q1: Permits have been obtained for PS #3 generator installation (incl. Shoreline Permit)</p> <p>Q1: Oxidation ditch rotor and cover are ordered and onsite.</p> <p>Q1: Resolution 996 adopted at March 18 City Council authorizing use of DOE Loan for WWTP Outfall</p> <hr/> <p>Q2: DOE Loan Agreement for WWTP Outfall fully executed April 3, 2019</p> <p>Q2: Pump station #3 Generator installation complete. Fence and landscaping remaining.</p> <p>Q2: Pump Station #12 put out to bid on small works roster.</p> <p>Q2: Pumps, hatches and accessories ordered for PS #12 upgrade.</p> <p>Q2: Schedule Oxidation ditch rotor/ cover replacement (in-house) for July.</p> <p>Q2: WWTP Outfall. Contract awarded to Strider Construction for \$1,013,844.90 by City Council on May 6th. Preconstruction meeting held on May 31st.</p>
Guide Meridian Sewer Lift Station	<ol style="list-style-type: none"> 1. Identify best site. 2. Complete Design. 3. Work with adjacent developable properties. 	Yes	Steve B./Tami A.	<p>Q1: Scope and Budget by BHC under review</p> <hr/> <p>Q2: BHC Professional Service Contract executed.</p> <p>Q2: Obtained property owner (Fishtrap LLC) permission for property access.</p> <p>Q2: Survey, geotech, archeological investigation in progress</p>
<i>Pursue Additional Water Rights (Q_a) & "Wet Water"</i>	<ol style="list-style-type: none"> 1. Works with City Attorney on Water Rights Issues including final Water System Plan. 2. Retain Technical Team to explore potential off-channel storage and other "wet water" alternatives. 3. Schedule Quarterly DOE Meetings 	Yes	Steve B.	<p>Q1: Entered Agreement with consultant team (AES/R&E) to study three off-channel storage locations and other water rights.</p> <p>Q1: Conducted 1st Quarter DOE/DOH Meeting</p> <hr/> <p>Q2: Hosted 2nd Quarter DOE/DOH Meeting 5/20 at Lynden. Provided tour of Pepin</p> <p>Q2: Met with AES/R&E team to discuss upstream AG water rights on 6/5.</p> <p>Q2: Continue to follow WRIA process related to water rights to identify possible benefits to Lynden and other small cities.</p>
Improve the Water System Customer Reliability	<ol style="list-style-type: none"> 1. Adjust Water Booster Pump controls for improved and consistent water pressure 	Yes	Tami A.	<p>Q1: Finalized QCC scope and budget for new controls for booster pump stations.</p> <hr/> <p>Q2: Completed update to PLC and controls for both pump stations (3Mg and 6Mg). Waiting for drawings and control strategy documentation.</p>

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Succession Planning	<ol style="list-style-type: none"> 1. Recruit new Plant's Superintendent 2. Fill vacant Systems Maintenance Worker position 3. Review and update plant desk guides and procedures 	Yes	Steve B. (w/ HR)	Q1: Advertisement out for Plant Superintendents Q1: Advertisement out for Maintenance Worker Q2: Hired Mike Kim as Plant Superintendent. Began work 6/3 Q2: Hired Jon VanMersbergen, Maintenance Worker. Began work 6/3 Q2:
Complete Comprehensive Planning for Utilities	<ol style="list-style-type: none"> 1. Respond to agency comments on Water System Plan Update 2. Adopt Water System Plan Update. 3. Complete Stormwater Plan for City Adoption. 	Yes	Steve B.	Q1: Provided updated data (2015-2019) to RH2. Q1: Signed amendment with RH2 to update plan thru 2018 data and respond to agency comments. Q1: Reviewing Final Draft Stormwater Comp Plan Q2: Updates to Water System Plan completed including financial through 2018.
Other Major Street Improvement Design Projects	<ol style="list-style-type: none"> 1. Update design for Bradley and Line Road – focus on pedestrian access. 2. Renew discussions with private utilities along Bradley Road. 3. Design Judson Street LID Project. 	Yes	Mark S.	Q1: No Action this Period. Q2: DOE Grant Agreement signed for Judson Street Low Impact Development Design.

End - Public Works Department